\ **Report 5.2.**

"Roadmap for embedding PA3 into funding opportunities of the EU Programmes and identifying mature projects in the field of Culture, Tourism and People-to-people contact"

October 2022

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1. Introduction and general context

The purpose of the present report is to propose an operational framework for the successful implementation of the EUSDR PA3 Action Plan in order to foster territorial cooperation in the Danube Region that could contribute to the regional targets in the fields of culture, tourism and people-to-people contacts. The framework will be in accordance with current challenges and needs, the stakeholders' opinion regarding possible actions to be implemented in the following years, especially to support the recovery from the Covid-19 pandemic, as well as with funding opportunities that could support projects and initiatives in the region. For this, the conclusions and recommendations from the previous reports of the contract will be completed with additional research and analysis.

Main objectives of the current report:

- Mapping of the European strategic documents that are relevant for the implementation of the EUSDR Action Plan for PA3

- Mapping of already implemented or existing projects funded through Danube Transnational Programme or other sources in order to capitalise on results and best practices from these projects

- Describing the process for setting targets for PA3

- Describing the process to identify relevant pilot actions / flagship projects

- Stakeholder analysis and describing their role in implementing the EUSDR Action Plan for PA3

- Proposing the roadmap for the implementation of the EUSDR Action Plan for PA3 in order to achieve the proposed targets

- Recommendations for a successful implementation of the EUSDR Action Plan for PA3

2. Strategic framework

Culture

Culture is a very important sector for Europe's societies, economies, and the internal relationships among cross-border or transnational partners, for which the key themes of European cultural cooperation are:

Supporting cultural heritage	Cultural heritage enriches the individual lives of citizens and plays a key role in creating and enhancing Europe's social capital. While policy in this area is primarily the responsibility of national, regional and local authorities, the EU is committed to safeguarding and enhancing Europe's cultural heritage through a number of policies and programmes.
Socio-economic value of culture	Respect for and promotion of European cultural diversity is a priority for the European Union, as stated in its Treaties. As a result, culture in the EU is recognized for its broader socioeconomic value, which must be supported in

order to contribute to the cohesion, inclusion, and well-being of our societies and communities.

| **Boosting gender equality and diversity** | Gender equality is a pillar of cultural diversity, as recognized by the Work Plan for Culture 2019-2022, and culture plays an important role in challenging stereotypes and promoting societal changes. |

Following the 2007 European Agenda for Culture, the Commission adopted the New European Agenda for Culture in 2018 to take into account the evolution of the cultural sector. The New Agenda and its accompanying Staff Working Document provide the framework for cooperation on culture at the EU level. They focus on the positive contribution that culture brings to Europe's society, its economy and international relations. The Agenda also sets out enhanced working methods with Member States, civil society organisations and international partners.

Member States define the main topics and working methods for policy collaboration on culture through Work Plans for Culture, which are adopted by the Council of Europe.

The New European Agenda for Culture allows for more effective promotion of culture as a vector of identity and cohesion, a driver of socioeconomic development, and a factor directly nurturing peaceful relations, including through people-to-people contacts resulting from education and youth projects, with a special emphasis on the Western Balkans and Enlargement countries. In addition, the Commission intends to use the Agenda to highlight the cultural dimension of sustainable development and to aid in the implementation of the United Nations 2030 Agenda for Sustainable Development.

The New Agenda consists of three strategic areas, with specific objectives corresponding to social, economic and external dimensions:

SOCIAL
- foster the cultural capability of all Europeans by making available a wide range of cultural activities and providing opportunities to participate actively
- encourage the mobility of professionals in the cultural and creative sectors and remove obstacles to their mobility
- protect and promote Europe's cultural heritage as a shared resource, to raise awareness of our common history and values and reinforce a sense of common European identity

ECONOMIC
- promote the arts, culture, and creative thinking in formal and non-formal education and training at all levels and in lifelong learning
- foster favourable ecosystems for cultural and creative industries, promoting access to finance, innovation capacity, fair remuneration of authors and creators and cross-sectoral cooperation
- promote the skills needed by cultural and creative sectors, including digital, entrepreneurial, traditional, and specialized skills

EXTERNAL
- support culture as an engine for sustainable social and economic development
- promote culture and intercultural dialogue for peaceful inter-community relations
- reinforce cooperation on cultural heritage

Next to the New European Agenda for Culture and in line with its strategic orientation, the Work Plan is established as a strategic and dynamic instrument of EU cultural cooperation that addresses current political developments and sets priorities, with regard for the EU principles of subsidiarity and proportionality. The current Council **Work Plan for Culture** covering the period 2019-2022 sets out six priorities for European cooperation in cultural policy-making:

1. Sustainability in cultural heritage
2. Cohesion and well-being
3. An ecosystem supporting artists, cultural and creative professionals and European content
4. Gender equality
5. International cultural relations
6. Culture as a driver for sustainable development

The current plan builds on the European Union's previous efforts in cultural heritage, social cohesion, financing, and innovation, as well as international cultural relations. Other topics and actions, such as music, gender equality, and sustainable development, are novel.

In order to capture and scale-up the success of the European Year of Cultural Heritage 2018 and to ensure a lasting impact, The European Commission proposed **the European Framework for Action on Cultural Heritage** in December 2018. The Framework for Action aims to set a common direction for heritage-related activities at European level, primarily in EU policies and programmes. It can also serve as an inspiration for regions and cities in Europe, as well as for cultural heritage organizations and networks when developing their own actions on cultural heritage.

This Framework for Action is based on 4 key principles and 5 areas of continued action:

4 principles

- Holistic
- Mainstreaming/integrated
- Evidence-based policy making
- Multi-stakeholder

5 areas of continued action

- an inclusive Europe: participation and access for all
- a sustainable Europe: smart solutions for a cohesive and sustainable future
- a resilient Europe: safeguarding endangered heritage
- an innovative Europe: mobilising knowledge and research
- a stronger global partnership: reinforcing international cooperation

In 2021, the European Commission launched **the New European Bauhaus (NEB) initiative**, which aims to connect the European Green Deal to European citizens' daily lives and living spaces. It encourages all Europeans to imagine and work together to create a beautiful future for our eyes, minds, and souls.

The New European Bauhaus is a creative and transdisciplinary movement in the making:

- It is a bridge between the world of science and technology, art and culture.
- It is about leveraging our green and digital challenges to transform our lives for the better.
- It is an invitation to address complex societal problems together through co-creation.

The New European Bauhaus brings citizens, experts, businesses, and institutions together to reimagine sustainable living in Europe and beyond. In addition to creating a platform for

experimentation and connection, the initiative supports positive change also by providing access to EU funding for beautiful, sustainable, and inclusive projects.

For the implementation, the Commission combines relevant EU initiatives and proposes a set of new actions and funding possibilities. They cover for example:

- The creation of the NEB Lab to grow the community and prepare policy actions
- Seed funding for transformative NEB projects in the EU Member States
- Funding for social housing projects that follow the New European Bauhaus values
- A new approach to the Commission's own building strategy
- The co-creation of green transition pathways for the construction and the textiles ecosystems
- Calls for Start Ups and citizen initiatives
- A yearly New European Bauhaus Festival and Prize
- eTwinning and DiscoverEU 2022 on the topic of the New European Bauhaus

Tourism

In the last ten years, the European Commission has presented two political frameworks for tourism named as "**Europe, the world's No. 1 tourist destination**" (2010), and the "**European strategy for more growth and jobs in coastal and maritime tourism**" (2014). Creating these policies, the EU has aimed to define development priorities in the tourism sector in Europe. These priorities are: to encourage competitiveness in the European tourism industry, to promote the development of responsible, sustainable and high-quality tourism, to strengthen Europe's image as a collection of sustainable, high-quality destinations, and to maximize the potential of EU financial policies for developing tourism (European Commission, 2013).

It can clearly be said that the main aim of the EU tourism policy is "to improve the competitiveness of the European tourism industry and create more and better jobs through the sustainable growth of tourism in Europe and globally". Cooperation with all stakeholders is a really important factor in implementing these policies. The European Commission identified a number of priorities for the EU tourism policy in future:

- To promote competitiveness in the European tourism sector
- To support the development of responsible, sustainable, and high-quality tourism
- To strengthen Europe's image as a collection of sustainable, high-quality destinations
- To maximize the potential of EU financial policies for developing tourism
- To encourage digitalization of tourism
- To develop low and medium season tourism exchanges

On 25 March 2021, a **resolution on establishing an EU strategy for sustainable tourism** was adopted. Among others, the resolution:

- calls on the Member States and regional authorities to include tourism as a horizontal priority in their operational programmes, smart specialisation strategies, and partnership agreements for 2021-2027 in order to finance tourism projects
- calls on the Commission to establish a new governance model between the EU Institutions, strengthening the organisational, financial and human resources structure by setting up a

dedicated Directorate dealing specifically with tourism. This should be backed by adequate funding in order to achieve an integrated and efficient approach on tourism, supporting the relaunch of tourism in European regions, helping businesses to implement the measures needed to achieve key objectives in the areas of sustainability and innovation, and increasing their competitiveness and attractiveness

- calls on the Commission to start making full use of the Treaties to develop a comprehensive European tourism policy towards the creation of the European Tourism Union
- calls on the Member States to devise sustainable tourism action plans at national and regional level in consultation with stakeholders and civil society and in line with a future European roadmap for sustainable tourism, and to make full use of the Next Generation EU funds to finance the tourism transition action plans
- calls on the Commission to swiftly develop a roadmap for sustainable tourism that includes innovative measures to reduce the climate and environmental footprint of the sector by developing more sustainable forms of tourism, diversifying the offer, boosting new initiatives for cooperation, and developing new digital services.

The resolution's text also acknowledges the lack of accurate quantitative and qualitative metric data on the effects of tourism on sustainability, which impedes public and private actors' decision-making. It therefore requests that Eurostat establishes a framework for the collection of data on sustainability, overtourism, undertourism, and working conditions criteria, emphasizes the importance of the UNWTO Statistical Framework for Measuring the Sustainability of Tourism, and requests that the Commission put the European Tourism Indicators System (ETIS) into operation.

At the same time, the updated EU Industrial Strategy emphasizes the importance of hastening the green and digital transition of the EU industry and ecosystems. For this, it proposes collaborating with industry, government, social partners, and other stakeholders to develop and implement transition pathways for each ecosystem.

Tourism, as the most severely impacted ecosystem by the COVID-19-crisis, will be the first to establish a transition pathway. This pathway's actions will be key components of the upcoming European tourism agenda 2030/2050.

Lastly, the Danube Region includes 11 of the 13 economies of South East Europe (SEE). The new SEE 2030 Strategy also recognizes tourism's contribution to the prosperity of regions. The strategy's first priority is stated as follows: Promoting economic growth through trade creation, responsible tourism, and improved transportation connectivity.

3. Past and current projects

In this section, a selection of projects is going to be analysed in order to identify best practices and results that could be capitalised on in future interventions in the Danube region and in relation to the fields of culture, tourism and people-to-people contacts. This analysis is going to be based on projects developed under COSME, LIFE and Interreg Programmes.

COSME

Title:	Baroque Experience - Participatory Baroque Festival European region Danube-Vltava				
Start date:	01-08-2015	End date:	31-10-2016	Budget:	289.766 €
Objective:	Framework conditions for enterprises			Countries:	Austria; Germany; Poland; Czech Republic

The project's goal was to create a participatory baroque festival for seniors that would be tested and evaluated in the European region of Danube-Vltava (Austria and Germany) in order to increase senior tourism in Europe during low seasons and eventually transfer this tourist offer to other European baroque regions. The Danube-Vltava baroque festival was founded on the idea of providing a stage for amateur musicians, particularly church choir singers. The concerts took place in grand baroque settings such as churches, castles, and monasteries. The uniqueness of this festival was based on the historical background of the European region of Danube-Vltava. Due to the historical connections based on secular and church-related structures, the areas covered by the project have been commonly shaped during the baroque period. Due to these circumstances, the Danube-Vltava region provides an abundance of perfect locations for such baroque festivals.

Title:	DIVERTIMENTO - Diversifying tourism offers in peripheral destinations with heritage-based products and services, stakeholder-skills alliances to internationalize locally operating micro-enterprises				
Start date:	01-04-2016	End date:	30-09-2017	Budget:	312.429 €
Objective:	Framework conditions for enterprises			Countries:	Greece; Turkey; Spain; Romania; Slovenia; Italy; Bulgaria.

DIVERTIMENTO diversified tourism offers in outlying destinations with heritage-based products and services by addressing stakeholder alliances and improving professional skills to internationalize locally operating micro-enterprises, achieve excellence, and facilitate global market adoption in a common effort to replace outdated skills and mindsets with a new, shared vision for development.

The product offered authentic and multicultural experiences, as well as much needed tourism services, such as accommodation, facilities, transportation, catering, souvenirs and traditional products, open, indoor, and artistic activities, that were seamlessly connected with tourist shops and markets.

The product created an unprecedented opportunity to break the vicious circle of producing and distributing low-quality tourism commodities based on price. The result was a Trilogy (Cultural Route, iBook, and Heritage Games) inspired by the CoE Principles for Cultural Routes, utilizing both the technology intensive experience and the onsite experience in the territory.

Title:	OFF TO SPAS - Healthy off-season leisure programmes for seniors in thermal spas and wellness centres				
Start date:	01-08-2015	End date:	30-11-2016	Budget:	278.098 €
Objective:	Framework conditions for enterprises			Countries:	Belgium; Romania; Hungary; Sweden.

The main idea of the project was to create new, thermal water related, international health tourism products (international balneology product) in spa towns of Central Europe, that could serve as a main attraction in order to bring seniors to these regions in the low tourism seasons.

The main objectives of the project:

- Encouraging a better cooperation and increased agreements among different actors of the health tourism value chain
- Increasing the number of tourism flows during the low and medium seasons
- Communication and promotion of tourism as a strategy for active and healthy ageing
- Fostering the construction of innovative health insurance policies in order to make the product sustainable.

Actions proposed:

- Creating a new, international balneology network with the above-mentioned aims
- Senior market analysis, surveys, comparative analysis, and other related studies
- Local resource based and market-oriented re-positioning of the complementary spa destinations
- Holding discuss platforms, workshops, and other events
- Fostering and facilitating the negotiations amongst the health insurance companies and health services.

Title:	SDITOROMAN - Support to developing innovative tourism offer in The Roman Emperors and Danube Wine Route				
Start date:	01-06-2018	*End date:*	30-11-2019	*Budget:*	341.758 €
Objective:	Framework conditions for enterprises			*Countries:*	Netherlands (the); Serbia; Germany; Romania; Bulgaria; Hungary.

The overall goal of the project was to strengthen market access and long-term commercialization of the transnational Roman Emperors and Danube Wine Route by creating competitive sub-destinations, innovative local tourism products, tailor-made marketing activities, and professional network structures. The project consortium was structured in such a way that its combination ensured mutual learning and experience sharing.

The project enabled the evaluation and standardization of services along the route, as well as the identification of services and offers that were missing in the sub-destinations. Tourism, cultural, and other relevant suppliers interested in providing quality services had their capacities improved. The emphasis was also on facilitating cooperation between tourism chain actors and cultural and creative industries, as well as promoting the role of CCI in developing and promoting transnational tourism products.

The project had a significant impact on the Route's positioning as a tourism destination, the enhancement of the tourist offer, and the involvement of creative industries, while also highlighting the Route's shared and unique European heritage from the Roman period.

LIFE

Title:	Dynamic LIFE Lines Danube - LIFE18 NAT/AT/000733				
Start date:	15-07-2019	*End date:*	30-06-2026	*Budget:*	10.730.658 €
Objective:				*Countries:*	Slovakia; Austria.

The Dynamic LIFE Lines Danube project focuses on threatened riverine and alluvial habitats and endangered species along the Danube in eastern Austria and western Slovakia. Habitats along more than 100 km of the river will be involved, with improvements planned from the Danube-Auen National Park, east of Vienna (Austria), to ovsk luhy (Slovakia). Rheophilic fish species will benefit from measures in the whole project area, as will many other target species of the Habitats and Birds directives. A substantial amount of floodplain forests and muddy banks will be restored in both countries, as well as natural hydromorphologic processes, in order to ensure a favourable status in the long run. Sites currently strongly affected by regulatory structures or other threats (e. g. invasive alien species) will be able to develop naturally. Hydrologic engineering measures will also help reduce riverbed degradation. The aim is to achieve effective, sustainable results through minimal interventions and by stimulating natural processes.

Title:	Life Network Danube+: Closing the gaps and promoting a river corridor system with an European perspective - LIFE18 NAT/AT/000915				
Start date:	01-08-2019	*End date:*	30-11-2023	*Budget:*	10.111.439 €
Objective:				*Countries:*	Austria

LIFE Network Danube+ will create around 35 ha of urgently needed floodplain habitats along permanently connected sidearms. A large natural sidearm and several newly created fishways will allow fish to migrate without barriers to one of the last free-flowing sections in the Upper Danube, as well as to several tributaries and floodplain waters. Restoration measures within the floodplains and tributaries will create key habitats such as spawning grounds and nurseries, therefore enhancing the fish production. The project is predominantly targeted at the protected rheophilic fish species of the Danube and its floodplains, but also at the other (semi) aquatic species.

Its specific objectives are:

- improving habitat conditions by creating new habitats that are no longer abundant in the Danube and its floodplains but necessary for the survival of the majority of the endangered species. These include: flowing water habitats such as shallow banks, riffles and steep erosional banks necessary for the rheophilic fauna and the kingfisher (Alcedo atthis); and shallow floodplain habitats necessary for the typical wetland fauna;
- improving habitat conditions by interlinking existing or newly created habitats, thus making them accessible, by: reconnecting Danube river sections to allow rheophilic fish access to free-flowing stretches; reconnecting tributaries with suitable spawning grounds; and interlinking highly productive floodplain habitats.
- demonstrating the suitability of a targeted stepwise approach for achieving the goals of the Habitats and Birds directives and the EU Water Framework Directive on a large spatial scale; and
- demonstrating the positive impact of a constructed wetland on the water quality and lifetime of a large floodplain water body.

Interreg Danube

Title:	ISTER - ConnectIng hiSTorical Danube rEgions Roman routes				
Start date:	01-07-2020	*End date:*	31-12-2022	*Budget:*	2.067.958,95 €
Objective:	Foster sustainable use of natural and cultural heritage and resources		*Countries:*		Romania; Bulgaria; Hungary; Germany; Austria; Bosnia & Herzegovina

ISTER project firstly addresses the challenge of the Roman heritage discontinuity, which reflects both in a territorial dimension related to a low level of investment and connection between heritage resources and local/ regional productive sectors, as well as in the visualisation and attractiveness dimensions regarding the promotion and awareness raising on the importance of heritage resources as drivers for regional development. Stepping further from the isolated/ detached Roman heritage, ISTER tackles the territorial dimension of the Roman Routes, as a contiguous transnational element that passes Danube region states' borders and provides a relevant scale for exchange and joint development. Therefore, ISTER's main objective focuses on rediscovering and revitalizing the ancient Roman Roads Network along the Danube region as a key driver in promoting territorial development based on the sustainable use of cultural and natural heritage (specifically, Roman routes). ISTER promotes this Roman roads and settlements network as a catalyst for tourism development, as well as an opportunity for territorial competitiveness and sustainable growth of Danube crossed areas. To increase local attractiveness, ISTER is leveraging on three key assets:

1. Adopting a multi-layered governance chain aimed at strengthening knowledge framework and institutional capacities of regional actors through capacity building and collective knowledge mapping;
2. Using advanced tools and technologies for enhancing non-physical accessibility, visibility and valorisation of Roman routes and settlements network, laying the foundation for a thematic cultural route based on Roman heritage with a narrative function, reviving ancient assets and promoting non-renewable and fragile, but yet unexplored and unexploited Roman legacy;
3. Acquiring the shift from old policy approaches (protection through isolation) to new, integrative methods for improving the policy and regulatory framework in Danube crossed-areas.

Title:	Iron-Age-Danube – Monumentalized Early Iron Age Landscapes in the Danube River Basin				
Start date:	01-01-2017	*End date:*	30-06-2019	*Budget:*	2.552.000 €
Objective:	Research, protection and touristic use of the most important Iron Age Landscapes		*Countries:*		Austria; Croatia; Hungary; Slovakia; Slovenia

The Iron-Age-Danube project focused on the monumental Early Iron Age archaeological landscapes, such as fortified hilltop settlements and large tumulus cemeteries, from the 9th-4th centuries BC (Hallstatt period).

The project was based on collaborative approaches to researching and managing complex (pre)historic landscapes, as well as their integration into sustainable tourism. The partnership developed new strategies and methodological tools for the protection, presentation, and promotion of complex prehistoric landscapes rather than individual sites, which was the project's major innovation.

Activities:

- Archaeological landscape research during the international excavation camps
- Development of new digital and analogue tools for tourists in the chosen micro-regions
- Development of an open-source digital research database
- Revitalisation of archaeological parks and trails
- Creation of new visitor programs for the museums
- International promotion of the most important Iron Age landscapes
- Development of strategies for the supraregional protection, research, and sustainable use of the archaeological landscapes.

Title:	LIVING DANUBE LIMES - Valorising cultural heritage and fostering sustainable tourism by LIVING the common heritage on the DANUBE LIMES as basis for a Cultural Route				
Start date:	01-07-2020	*End date:*	31-12-2022	*Budget:*	3.151.121,20 €
Objective:	Foster sustainable use of natural and cultural heritage and resources		*Countries:*		Austria; Germany; Romania; Bulgaria; Hungary; Czech Republic; Slovakia; Croatia; Serbia

Fostering a common bond in the Danube Region via the heritage shared by all Danube countries is the main aim of the Danube Transnational Programme project "Living Danube Limes". The Roman Danube Limes heritage and the Danube itself connect Central Europe with South-Eastern Europe and Living Danube Limes further enhances that connection by highlighting the common heritage and the potential it holds for future development.

Living Danube Limes aims at:

- fostering a common Roman brand for the Danube countries,
- paving the ground for a Cultural Route spanning the whole Danube Region,
- developing strategies for preservation and management of cultural and natural heritage and
- fostering green and sustainable tourism development.

For reaching this goal, Living Danube Limes follows a holistic approach to these issues, including

- archaeology and history,
- museums as dissemination hubs for both academia and the broad public,
- protection measures for cultural heritage and sustainable tourism solutions.
- Academia and broad public are directly linked via the reconstruction of the 4th century CE Danube patrol vessel, a lusoria, which is also the physical link between the identified pilot sites and the partner countries themselves.

All these aspects of Living Danube Limes are equally important, interlinked and directly dependent on each other.

Title:	NETWORLD - Networking in preserving the First World War multicultural heritage in the Danube countries				
Start date:	01-01-2017	*End date:*	30-06-2019	*Budget:*	1.869.398 €
Objective:	Foster sustainable use of natural and cultural heritage and resources		*Countries:*		Slovenia; Czech Republic; Bulgaria; Hungary; Austria; Slovakia; Bosnia and

Herzegovina; Germany; Italy

The NETWORLD project contributed to the Danube transnational programme objectives and priority area 2 (Environment and culture responsible Danube region) by strengthening the joint and integrated approaches in documenting, preserving, managing, and promoting the cultural heritage in the Danube region.

The main objectives of the NETWORLD project were to increase the awareness of the First World War (WWI) heritage and its sustainable use for the development of quality cultural tourism.

The NETWORLD specific project objectives referred to:

- preparing a database, a strategy, and a management plan for architectural First World War heritage
- improving the cooperation between countries of the Danube region in order to commemorate the First World War centenaries
- increasing awareness and visitor numbers of First World War heritage by providing diversified quality tourist promotion brochures and by demonstrating the common brand "Walk of Peace" in the Danube region
- promoting the value of peace, based on a common commemoration of First World War shared past through e.g., transnational events, scientific conferences, youth exchanges, education tools.

Title:	SABRINA - Safer Bicycle Routes in Danube Area			
Start date:	01-07-2020	*End date:* 31-12-2022	*Budget:*	2.086.019 €
Objective:	Support environmentally-friendly and safe transport systems and balanced accessibility of urban and rural areas	*Countries:*	Slovenia; Croatia; Austria; Hungary; Czech Republic; Romania; Bulgaria	

Cycling infrastructure in the Danube region is largely in an early stage of development, especially outside of the major urban areas. Given the benefits that cycling has on the environment, tourism, health, transport multimodality etc., it represents an important development opportunity, but also a substantial safety risk if not properly addressed.

The emerging role of bicycles during the COVID-19 pandemic serves as a critical reminder of the need to improve infrastructure, making it safer, forgiving, sustainable, and comfortable. Cycling is a practical solution for sustainable transport and development for which national, regional, and local authorities are showing more willingness to address.

SABRINA project focuses on road infrastructure safety for cyclists as one of the most vulnerable road users. It tackles cycling infrastructure safety issues on existing, planned, and missing cycling corridors crossing nine countries in the Danube region. The goal is to improve conditions for road bicycle infrastructure safety in the region by raising the capacities of all relevant national, regional, and local stakeholders to build and improve bicycle infrastructure in a safe and sustainable way.

Activities:

- Increase awareness of cycling infrastructure safety and knowledge sharing.
- Increase knowledge of project partners and relevant stakeholders to identify and remove safety risks on cycling infrastructure.
- Improve transnational cooperation that will enable informed decision on building new cycling routes or improving the existing ones.
- Share good practices for cycling infrastructure safety improvements.

- Deliver Safer Cycling Routes Toolkit – an online tool that will be a step-by-step guide for decision-makers towards safer bicycle routes.

Title:	ART NOUVEAU - Sustainable protection and promotion of Art Nouveau heritage in the Danube Region				
Start date:	01-01-2017	*End date:*	30-06-2019	*Budget:*	1.649.559 €
Objective:	Foster sustainable use of natural and cultural heritage and resources	*Countries:*			Romania; Hungary; Slovenia; Austria; Croatia; Serbia; Belgium

Throughout the Danube region, Art Nouveau is a defining feature of many urban landscapes. The Art Nouveau movement in this area mainly stemmed from the Viennese Secession, prevalent and influential in urban planning and architecture at the end of the 19th – beginning of the 20th century. Secession monuments are generally revered as jewels of architecture, craftsmanship and art. Yet, their potential for becoming sites of vibrant communal life, as well as tourist attractions, is often left unexplored and unrealized.

As Art Nouveau is present in urban setting in many countries, it possesses a cohesive force for connecting them. The partnership of 10 organizations from 7 countries in the Danube region recognized this potential. Responding to the needs for sustainable and harmonized protection, revitalization, and promotion of Art Nouveau, this partnership devised a series of interconnected, cross-sectoral activities covering the full cycle of its protection and revival.

Museums and institutes for protection of monuments conducted scientific research of roots and forms of expression of Art Nouveau in order to enhance its physical conservation and to ensure its preservation in a digital form. Urban planning institutes and municipalities elaborated fact-based policy recommendations for protection and rehabilitation of Art Nouveau as well as its successful functional and aesthetic integration into urban setting. Complemented by carefully devised promotional activities and campaigns on local, regional and (inter)national level, such combination of activities contributes to ensuring the sustainable management and revival of Art Nouveau heritage. As a result, its values and monuments will be revered and cherished by inhabitants, tourists, and future generations instead of being lost to them as relicts of the past. Apart from its immediate and palpable results, this project will ultimately achieve an invaluable one: harnessing cohesive potential of the Art Nouveau cultural heritage in Danube region.

Title:	AMAZING AOE - Responsible Green Destination Amazon of Europe				
Start date:	01-07-2020	*End date:*	31-12-2022	*Budget:*	2.411.290 €
Objective:	Foster sustainable use of natural and cultural heritage and resources	*Countries:*			Slovenia; Hungary; Croatia; Austria; Serbia;

UNESCO Transboundary Biosphere Reserve Mura Drava Danube (TBR MDD) is connecting 12 protected areas and uniting 5 countries along 3 rivers into the first world pentalateral biosphere reserve. The area known as the Amazon of Europe (AoE) represents the largest and most preserved free-flowing river system in Central Europe. Pristine natural beauty, endangered habitats and diverse cultural traditions have enormous potential for sustainable tourism, while underdeveloped border regions face lack of capacities, unemployment, and emigration.

DTP project AoE Bike Trail is the first development project in TBR MDD, connecting key stakeholders into one linear biking product. The results (network, booking system, valorisation programme) will be substantially upgraded with this project into a truly responsible destination

AoE, by developing much-needed joint strategies, IT solutions, and learning interactions at significantly broader destination level.

The AoE destination represents a joint and integrated solution for sustainable tourism, including:

- Green Destination Tourism Impact Model, combining social and technological innovation,
- joint strategy and management model for the destination,
- joint flagship tourism products connecting top experiences along the rivers: River Trail, Hiking Trails, AoE Experiences,
- model validation in 2 transnational pilot areas and training stakeholders for responsible green destination.

Amazing AoE will bring sustainable development opportunities for managing the diversity of natural and cultural heritage and resources in AoE from local to transnational level, while enabling unique experiences for international visitors.

Title:	CULTPLATFORM_21 - Danube Culture Platform - Creative Spaces of the 21st Century		
Start date:	01-01-2017 *End date:* 30-06-2019	*Budget:*	1.676.878,64 €
Objective:	Foster sustainable use of natural and cultural heritage and resources	*Countries:*	Germany; Austria; Hungary; Slovakia; Bulgaria; Romania; Serbia; Slovenia; Luxembourg

The intention of the project was to expand cultural routes, to explore aspects of hidden sites, and to discover stories of visible and invisible cultural heritage.

The project aimed at a cooperation between culture and tourism with the aim of developing contemporary aspects of cultural routes. It was planned to discover places of history and to support existing cultural routes in cooperation with the Council of Europe. The project was looking for a response to manifold themes: the development of new destinations along the Danube (tourism), the interpretation of historic places and events in a contemporary way (culture), the experience of culture (international audience / tourists).

The project received the label of the European Commission as a relevant project on culture and / or creative industries for the European Year of Cultural Heritage 2018. Furthermore, it is placed within the context of the submission of the Western part of the Roman Danube limes in Bavaria, Austria, Slovakia and Hungary to the UNESCO World Heritage list in 2018.

Title:	DANUBE GEOTOUR - Valorisation of geo-heritage for sustainable and innovative tourism development of Danube Geoparks		
Start date:	01-01-2017 *End date:* 31-12-2019	*Budget:*	1.666.362,5 €
Objective:	Foster sustainable use of natural and cultural heritage and resources	*Countries:*	Slovenia; Austria; Croatia; Hungary; Romania; Czech Republic; Finland; Portugal; France

The 8 participating Geoparks are rich in geo-heritage and represent unique areas in the Danube region. Their sustainable tourism development however lags behind quality standards of top European Geoparks. This project addressed a challenge recognized by all partners: the sustainable use of the exceptional wealth of Geopark natural resources and heritage through sustainable tourism development that avoids the negative environmental impacts. The main project result was the joint Danube GeoTour designed to strengthen cooperation between the

regions' Geoparks and act as an innovative tourism product to accelerate visibility and tourist visits in the geoparks. A common strategy for sustainable management of tourism pressures forms the basis for creating innovative geoproducts. Sharing experiences, testing pilot geotourism products, and new interpretative approaches should increase local inhabitants' engagement and Geopark management capacities, as well as lower the quality gap between Danube and other European Geoparks.

Title:	DANURB - DANube Urban Brand				
Start date:	01-01-2017	*End date:*	30-06-2019	*Budget:*	2.703.844 €
Objective:	Foster sustainable use of natural and cultural heritage and resources			*Countries:*	Hungary; Slovakia; Austria; Bulgaria; Croatia; Romania; Serbia

DANUrB - a regional network building through tourism and education to strengthen the "Danube" cultural identity and solidarity. This cultural network aims to strengthen the Danube regional cultural identity and to create a common brand by fostering transnational cultural ties between the settlements along the Danube and by exploring the unused or hidden cultural and social resources for a better economic and cultural return.
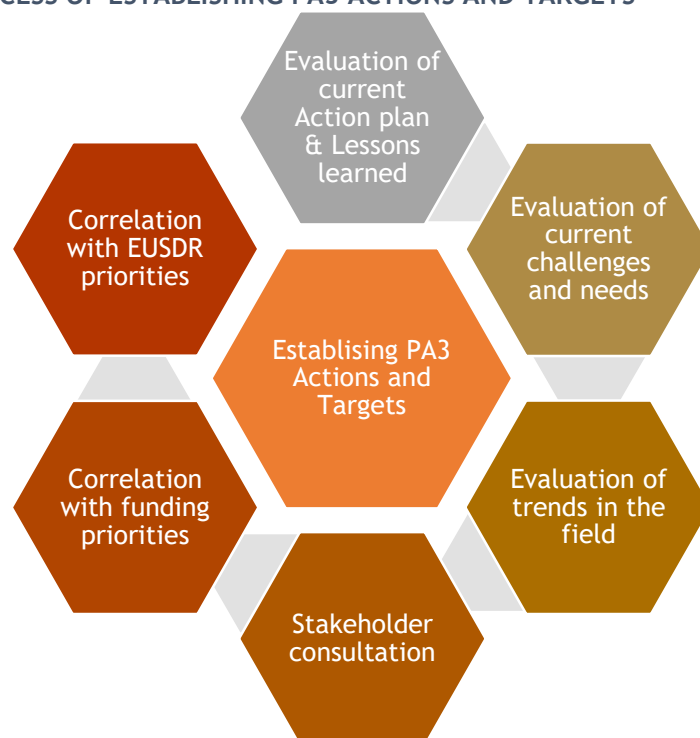
The main goal of the project was to create a comprehensive spatio-cultural network, a "Danube Cultural Promenade", connecting all communities along the river, unifying these into one tourism destination brand, offering thematic routes and developing possibilities that can increase the number of visitors and can prolong their stay in the region. Project partners – relevant universities, research and development centres, regional municipalities, cultural NGOs, tourism boards, and professional market-based agencies created a network and common platform to work along a sustainable cultural and tourism strategy, proving that a common Danube urban brand can bring social and economic benefits at once. Very important in this process is that international knowledge and practice were implemented in local conditions.

4. Actions and targets

The process of updating PA3 targets regards a general procedure to be followed when new versions of the EUSDR Action Plan are going to be elaborated. The purpose of this process is to ensure that the assumed targets are achievable and to subsequently identify the suitable (types of) actions that can contribute to their achievement, which should also be adapted and tailored to the specificities of the Danube Region. In addition, a specific set or targets can help in the monitoring and evaluation process, during which the success of the PA3 Action Plan can be measured more accurately. Based on this, informed decisions can also be made for the revision of the EUSDR and PA3. Lastly, a clear set of targets can make it easier for relevant stakeholders (including funding bodies) to understand the role of the fields of culture, tourism and people-to-people contacts in achieving regional, European or global targets, which could also lead to a greater contribution to the development of these sectors.

A relevant set of actions and targets is important to be based on as many aspects that can describe the state of the art in the fields of culture, tourism and people-to-people contacts, including the opinion of international, national, and local stakeholders that afterwards could play a role in the implementation of these actions.

FIGURE 1. THE PROCESS OF ESTABLISHING PA3 ACTIONS AND TARGETS

Evaluation of current Action plan & Lessons learned

Correlation with EUSDR priorities

Evaluation of current challenges and needs

Establising PA3 Actions and Targets

Correlation with funding priorities

Evaluation of trends in the field

Stakeholder consultation

Source: By the authors

At the same time, regarding the PA3 targets, they should be formulated following as many of these principles:

FIGURE 2.KEY PRINCIPLES FOR FORMULATING PA3 TARGETS

To be formulated as SMART targets	•The targets should be specific, measurable, achievable, relevant, and time-bound
To describe specific areas of interest for future actions	•The targets should announce the main themes / areas of interest that could make the greatest contribution to achieving the PA3 objectives
To identify future flagship projects / major innitiatives	•The targets can already announce a series of pilot / flagship actions that are of outmost importance for the Action Plan
To identifiy a series of management outputs expected from the implementation of the Action Plan	•The targets can identify certain outputs that are necessary for the implementation of the other actions in the Action Plan (e.g. guidelines, tools etc.)
To have a clear correlation between PA3 actions and targets	•The targets should be broad, but specific enough to be easy to identify the actions that could help to achieve them
To emhasize the contribution to overall targets at regional / European / global level	•The targets can reffer or contribute to already expressed objectives at macro level, to explain the role of the cultural and tourism sectors to broader strategies and objectvies

Source: By the authors

5. Pilot actions and flagship projects

Another methodology that can bring an important contribution to a successful implementation of the EUSDR PA3 Action Plan represents the criteria for selecting flagship projects, which are projects or processes that exemplarily highlight the implementation of the EUSDR Action Plan, have a clear macro-regional dimension, and a multi-level governance approach[1]. Given the impact that flagship projects can have on the entire Danube region, the selection criteria can be different based on the chosen means of promotion, from simple answers to a set of questions to multicriterial scoring, if, for example, awards are intended to be granted.

In any case, the selection criteria should follow a similar framework intended to discover the projects overall contribution to the EUSDR objectives and the PA3 targets (Relevance), its expected effects on the fields of culture, tourism and people-to-people contacts, but also on other horizontal themes and PAs (Impact), as well as its capacity to reach a great and diverse public in order to promote both the EUSDR and the field in itself (Transferability).

At the same time, according to the Guidance Paper for identifying and listing Danube Strategy Flagships, a Danube Flagship can be, but is not limited to, one of the following types:

- project (single or interlinked/continuous)
- process
- network
- platform

In terms of implementation status, a Danube Strategy Flagship can be in one of the following phases:

a) In planning/preparatory phase (substantial activities for preparing future projects/processes are still ongoing or a project is under application; there is no funding contract signed yet)

b) In implementation/ongoing phase (preparatory activities are completed, the project/process has been approved for funding or has secured funding sources; the actual implementation is about to start soon, has started or is ongoing)

c) Completed (project/process is finished with published outcomes).

Regardless of the structure or the implementation status of the project, a Danube Strategy Flagship relevant for PA3 could be selected based on the following criteria:

Relevance

- **Connection to the EUSDR**: Links or contributes to one or more targets and Actions of Priority Area 3 as described in the EUSDR Action Plan.
- **Macro-regional dimension**: Involves at least two EUSDR participating states and has a high macro-regional impact (effect) in at least five participating states from the Danube Region.
- **Multi-level governance approach**: Involves different actors (e.g., policy makers, policy implementers, research institutions, civil society etc.) and/or several levels

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[1] Source: EUSDR, 2022, Guidance Paper for identifying and listing Danube Strategy Flagships

(supranational, national, regional, local) in the development/consultation and/or implementation process.

Impact

- Which are the challenges / potential factors addressed by the project? Does the project bring immediate and long-term sustainable solutions?
- Does the project regard one of the main areas of interest in the field:
  - Contributing to the economic recovery from the Covid-19 pandemic
  - Supporting the digital transformation and the adoption of new technologies
  - Supporting the workforce in the cultural and tourism sectors and the overall rate of employment
  - Improving data collection and the decision-making process based on real-time data
  - Conservation and capitalisation on heritage
  - Diversifying the cultural and tourist offer of destinations
  - Encouraging a sustainable development of culture and tourism
  - Supporting capacity building of relevant stakeholders
  - R&D
  - Events and networking activities?
- What impact would result / resulted from the project implementation?
- How high is the level of innovation in relation to the state of the art?
- Does the project contribute to / approach horizontal topics (Digitalisation, Migration and demographic change, Climate change and sustainable development, Bioeconomy and circular economy etc.)?
- Are / Were the planned methods / approaches appropriate to reach the outcomes and to produce the desired impact?
- Does the project reach a minimum financial volume?

Transferability

- Is the project / result scalable?
- Is the marketing / communication strategy sufficient to gain traction?

6. Stakeholder analysis

The governance of the EU Strategy for the Danube Region (EUSDR) plays another strategic role for the implementation of its actions and the achievements of its objectives, targets, and overall goals.

EUSDR Governance Structure:

- **High Level Group on macro-regional strategies**. The High Level Group (HLG) on macro-regional strategies (MRS) advises the European Commission (EC) on the coordination and monitoring of macro-regional strategies. The HLG ensures coordination and monitoring across all MRS, assesses progress made in their implementation, and may provide policy orientation and strategic guidance.

- **National Coordinators**. The NCs are the focal point on the national level and they form the decision-making body of the Strategy. They are the core strategic decision-makers within the governance structure of the EUSDR. They also have a strategic coordination function of the Strategy within their state.
- **TRIO Presidency**. The TRIO Presidency has a clear supportive role for the incumbent Presidency. Regular exchange on strategic and coordinative issues has to be secured and Trio meetings are held back-to-back with NC meetings and joint NC and PAC meetings.
- **Presidency.** The incumbent Presidency proactively performs the coordination among NCs and PACs, supported by DSP and in cooperation with the EC and strives to facilitate decision-making and cooperation.
- **Priority Area Coordinators.** The PAs represent the most important and vital components of the Strategy. PACs and the SG members represent the expertise in the respective sector and drive forward the overall process, identifying key sectors for action and adopting the most suitable goals to implement actions.
- **Steering Groups.** SGs are the central executive and decision-making bodies at PA level regarding objectives, formats and emphases of cooperation and future developments. SG members are "the expert drivers of the day-to-day implementation", who decide on the joint work within the PA together with the PACs and who provide advice and assistance.
- **Working Groups.** PACs are in charge of setting up appropriate operational working structures, best suited to implement the actions, to agree on a work programme between the stakeholders involved and to trace progress achieved.
- **European Commission.** The overall role of the Commission is that of a strategic adviser, i.e. to play a key role in providing strategic coordination of the macro-regional strategies where its involvement brings a clear added value.
- **Danube Strategy Point.** The Danube Strategy Point (DSP) is a strategic working unit and supportive body for the EUSDR, which supports the implementation, communication, capacity building, monitoring, and evaluation of the EUSDR.

The PACs are key facilitators of the Strategy and serve as a strong liaison between their PA's groups of actors by offering a platform for exchanging and coordinating initiatives, stakeholders, policy processes, and information. In case of PA3, these stakeholders range from public institutions (at the city, regional, national, and European policy levels), to private organizations (start-ups, SMEs, corporations), academia (researchers, universities, and research organizations), and citizens.

It is difficult to map all of them because various projects and initiatives may draw on the expertise, resources, and efforts of a huge number of actors. However, this section will present the most important typologies of stakeholders, as well as some examples from each country in the Danube region.

Tourism Stakeholders

The main organizations responsible for tourism management and development, the capacity, power, role and responsibilities vary from one country to another, and also within the countries, depending on the actual territorial level.

TABLE 1. THE MAIN ORGANIZATIONS RESPONSIBLE FOR TOURISM MANAGEMENT AND DEVELOPMENT

	National	Regional	Local
AT	• Österreich Werbung (Ministry of Economy and Chamber of Agriculture)	• Burgenland Tourismus Kärnten Werbung Marketing &Innovationsmanagement • Niederösterreich-Werbung • Oberösterreich Tourismus • SalzburgerLand Tourismus • Steirische Tourismusgesellschaft • Tirol Werbung • Vorarlberg Tourismus • WienTourismus	• Tourism information offices
BG	• The Ministry of Tourism Expert Committee on Registration of Tour Operators and Travel Agents (ECRTOTA) • Expert Committee on Categorization and Certification of Tourist Sites (ECCCTS)	Territorial Units of the Ministry: • Blagoevgrad • Burgas Varna • Veliko Tarnovo • Vidin • Kazanluk • Russe • Smolyan	• Tourism information offices
HR	• Ministry of Tourism • The Croatian National Tourist Board	• Tourist boards of counties (21) Tourist boards of the municipalities (149)	• Tourist boards of cities (116) • Tourist communities of the areas (10) Tourist boards of places (15) • Tourist board of the island (1) • Tourist Information Centres-TIC (110)
CZ	• Ministry for Regional Development • The Czech Tourist Authority	• Departments of Tourism in Regions (14 independent) • Tourism Commission of Association of Regions of the Czech Republic • Regional Bodies Destination Managements	• Tourism information offices
DE	• Landesarbeitsgemeinschaft of the Chamber of Commerce and Industry • The German National Tourism Board	• German Tourist Association (also operates to a certain degree on national level)	• Tourism information offices
HU	• The Board of Sport and Tourism • Hungarian Tourist Office	9 Regional Marketing Directories: • Lake Balaton RMI	• Tourist Destination Management Organisations Tourist information offices

	• The National Touristical Board • Hungarian Tourism Agency	• Budapest-Central Danube Region RMI • Southern Great Plain RMI • Northern Great Plain RMI • Southern Transdanubian RMI • Central Transdanubi RMI • Northern Hungary RMI • Western Transdanubia RMI • Lake Tisza RMI	
MD	• The Tourism Agency of the Republic of Moldova • National Association of Tourism Legal Agents of Moldova • National Association of Rural Ecological and Cultural Tourism in Moldova	• Sub-departments in the municipalities	• Tourism information offices
ME	• Ministry of Sustainable Development and Tourism National Tourism Organization of Montenegro	• Bjelasica i Komovi	• Local tourism organizations
RO	• Tourism Ministry • Tourism Advisory Council • National Association of Travel Agencies • National Tourism Agency	• Sub-departments in the municipalities	• Tourism information offices
RS	• Ministry of Trade, Tourism and Telecommunications • National Tourism Organization of Serbia	• Tourism Organization of Vojvodina	• Municipal tourism organizations
SK	• Ministry of Transport and Construction • Slovak Tourist Board • Slovak Tourist Agency	• Regional Tourism Organizations	• Municipalities
SI	• Ministry of Economic Development and Technology • Slovenian Tourist Board	• Regional Destination Boards	• Local Tourism Organizations
UA	• Ministry of Economic Development and Trade National Tourism Organization	• Regions (oblast)	• Local municipalities

Besides actors directly involved in tourism management, the full list of relevant stakeholders includes numerous NGOs, academia and research organizations, transnational partnerships, forums, platforms, networks and centres, companies, and citizens.

Academia:

- Modul University Vienna
- International College of Tourism and Management Austria

- UNICAF University Romania
- Danubius University Romania
- Victoria College of Hotel and Tourism Management Bulgaria
- Varna University of Management
- The Danube Institute for interdisciplinary research
- Others

NGOs

- The Bulgarian Alliance for Environment
- ARC – Romanian Consultancy Agency
- Arge Donauländer
- Danube Area Research Center
- Others

Culture Stakeholders

Austria

NATIONAL AUTHORITIES

Since 2019, the art and culture agendas are the responsibility of Division IV 'Arts and Culture' of the Federal Ministry for Arts, Culture, the Civil Service and Sport. The tasks of the Arts and Culture Division are the promotion of contemporary art in Austria and to foster the presence of Austrian artists abroad, the creation of adequate and suitable conditions for artistic and cultural production, as well as participation in art and culture and its broad benefit for a majority of people.

The departments of the Arts and Culture Division are:

- Dep. IV/10 European and international cultural policy
- Cluster IV/A Policy for Art, Culture and Funding
- Dep. IV/A/1 Medals and awards, event management, special projects, digitisation
- Dep. IV/A/2 Music and performing arts
- Dep. IV/A/3 Film
- Dep. IV/A/4 Monument protection, heritage, provenance and art restitution
- Dep. IV/A/5 Literature and publishing, Libraries
- Cluster IV/B Investment Management
- Dep. IV/B/6 Visual arts, architecture, design, fashion, photography, video and media arts
- Dep. IV/B/7 Cultural initiatives, folk culture
- Dep. IV/B/8 Investment Management of Federal Theatres
- Dep. IV/B/9 Investment Management Federal Museums and other legal entities

Institutions under the responsibility of the Arts and Culture Division are:

- Austrian Federal Theatres Holding
- Austrian Federal Museums
- Austrian National Library (ÖNB)
- Austrian Film Institute (ÖFI)

- Artothek (art collection which manages the works of art acquired by the Federal authorities)
- Österreichische Fotogalerie (together with the Rupertinum, Salzburg)

REGIONAL AUTHORITIES

The nine Bundesländer (federal provinces) in Austria are: Burgenland (BGL), Carinthia (K), Lower Austria (NÖ), Salzburg (SBG), Styria (STMK), Tyrol (T), Upper Austria (OÖ), Vienna (W) and Vorarlberg (VBG). All Bundesländer governments have at least one department that concerns cultural affairs, in some cases they are associated with science, education or sports.

LOCAL AUTHORITIES

Political responsibility for culture at the local level rests with either the city / town councillor or, in some smaller municipalities, with the mayor. The majority of local government offices or municipal administrations have cultural departments (often combined with sports, tourism, science and education), which are inter alia responsible for libraries, as well as amateur art, folk culture, traditions and village renewal.

NON-GOVERNMENTAL ACTORS

- The Cultural Council (Kulturrat Österreich), a consortium of 11 interest groups and professional associations representing the interests of art, cultural and media workers, is a platform for common cultural policy concerns and objectives
- The Association of Cultural Mediators, an advocacy group for the professionals in museums.
- Kreativwirtschaft Austria as part of the Austrian Federal Economic Chamber promotes the interests of the Creative Industries in Austria and the EU
- mica – music austria, an independent, non-profit association to support musicians
- Others

CULTURAL INSTITUTIONS

- Federal cultural institutions (e.g., Bundesmuseen, National Library, Bundestheater)
- Municipal facilities (e.g., Wien Museum, Kunsthalle)
- Concert halls (e.g., Musikverein, Konzerthaus)
- Private theatres (e.g., Vereinigte Bühnen Wien, brut Wien, Schauspielhaus)
- Others

Bulgaria

NATIONAL AUTHORITIES

The supreme central executive body with the right to initiate legislation in the sphere of culture and formulate the main principles of national cultural policy is the Ministry of Culture.

The specialized administration includes several directorates:

- Cultural Heritage, Museums and Fine Arts
- European Programs and Projects
- International and Regional Activities
- Performing Arts and Art Education

- Copyright and Neighbouring Rights

The Executive Agency National Film Centre and the National Institute of Monuments of Culture, which is in charge of the protection of cultural landscapes, remain structures with an autonomous legal status and budget.

REGIONAL AUTHORITIES

The lower levels of cultural competencies correspond to the constitutional division of territorial administrative units: districts (oblast) and municipalities (obshtina).

LOCAL AUTHORITIES

The main unit of territorial administration is the municipality (262 in total), which is legally autonomous, and has property rights and freedom of association. At the municipal level, cultural competence is exercised in the form of local self-government, including financial control which is distributed among the respective municipal Councils of Culture.

NON-GOVERNMENTAL ACTORS

The branch organizations (professional) in Bulgaria have the opportunity to lobby for concrete politics and law changes. Main actors among them are:

- Association of Film and Television Producers
- Bulgarian Association of Music Producers
- Union of Actors in Bulgaria
- Union of Bulgarian Journalists
- Union of Bulgarian Writers
- Union of Bulgarian Composers
- Union of Bulgarian Musicians and Dancers
- Union of Bulgarian Filmmakers
- Others

CULTURAL INSTITUTIONS

As a result of the dominance of the state, public cultural institutions have retained their leading role and main responsibility for the development of culture in Bulgaria for years. Some examples are: The University Library, National Historical Museum, National Art Gallery, National Archaeological Museum, National Gallery for Foreign Art, National Museum of Natural History etc.

Croatia
NATIONAL AUTHORITIES

The Ministry of Culture and Media is responsible for the implementation of the cultural policy.

Cultural Councils (Law on Culture Councils, NN 53/01, NN 48/04, NN 44/09, NN 68/13) are consultative bodies to the Minister of Culture and Media with a mandate of: e.g. proposing goals for cultural policy and measures for achieving them, offering professional assistance to the Minister of Culture and Media, working out a long-term national cultural programme or giving opinions on the distribution of grants.

The Agency for Electronic Media (AEM) is an independent regulatory body that promotes public interest and media pluralism, encourages media literacy, creates conditions for the production of quality Croatian audiovisual content, and ensures equal conditions for media development and media freedom. The Croatian Audiovisual Centre (HAVC) is an arms-length body which is responsible for the production, financing, promotion, and distribution of audiovisual activities. The Kultura Nova Foundation is dedicated to the promotion and development of civil society organizations in the field of contemporary culture and arts.

REGIONAL AUTHORITIES

Croatia is divided into 21 regional government units: 20 counties (županija) and the City of Zagreb that has a special status of performing competencies of both city and county and has a significant role in performing state administrative tasks in its territory. In their self-governmental remit, counties have tasks of regional importance, among which is also 'the establishment and development of the network of educational, medical, social welfare, and cultural institutions'.

LOCAL AUTHORITIES

Local government is enshrined in the Constitution (Art. 133-138) and municipalities and towns in their self-governmental remit have the task of addressing citizens' needs, which include culture.

NON-GOVERNMENTAL ACTORS

The cultural NGO sector has grown dynamically in the last twenty years. Such growth resulted in the establishment of an "independent cultural sector" and contributed to the separation of "institutional" (government subsidised) and "independent" culture (that at the start of the 2000's was subsidised mostly by foreign sources).

CULTURAL INSTITUTIONS

Cultural institutions in Croatia are mostly public – they are founded mainly by the state and towns, and more rarely by counties or wealthier municipalities. Some examples are: Croatian History Museum, Croatian Museum of Naïve Art, Croatian Natural History Museum, Croatian Railway Museum, National and University Library in Zagreb, Marton Museum, House of Contemporary Art and Culture, Batana Eco Museum etc.

Czech Republic
NATIONAL AUTHORITIES

The central body of state administration for the field of culture is the Ministry of Culture (MC). The MC supports the arts, cultural activities, and the preservation of cultural heritage with grants and contributions from the 'culture' division of the state budget of the Czech Republic.

REGIONAL AUTHORITIES

The regions support the development of culture and establish regional libraries, museums and galleries, regional theatres, orchestras, and institutes of archaeological preservation from their budget.

LOCAL AUTHORITIES

Towns and municipalities act in line with the Act on Municipalities and they are responsible for the general cultural development and needs of their citizens.

NON-GOVERNMENTAL ACTORS

A key type of actors in the provision of cultural services is the non-profit sector and the cultural policy is also shaped by civil society and initiatives in this field that have emerged over time in the Czech Republic:

- Association of Professional Theatres in the Czech Republic (Asociaceprofesionálníchdivadel ČR) Association of Independent Theatres (Asociacenezávislýchdivadel)
- Czech Music Community (Českáobechudební)
- Others.

CULTURAL INSTITUTIONS

Some examples of cultural institutions include: National Library of the Czech Republic, The National Theatre, National Gallery, Mucha Museum, National Museum, State Opera, Prague, National Museum of Nature etc.

Germany

NATIONAL AUTHORITIES

The German Bundestag not only has its Committee on Culture and the Media as an instrument for safeguarding the interests of the arts and culture, but cultural issues are also dealt with in subcommittees (e.g. in the subcommittee "Foreign Cultural and Educational Policy").

REGIONAL AUTHORITIES

All of the 16 federal states (Bundesländer) have their own Parliaments and Parliamentary Committees that deal with cultural affairs and Ministries responsible for culture.

In October 2018, the federal states decided to establish an independent Conference of Ministers of Culture (Kultur-MK), which began its work on 1 January 2019. The Conference of Ministers of Culture deals with matters of cultural policy of supra-regional importance with the aim of forming a common opinion and will and representing common concerns regarding the Federal Government.

LOCAL AUTHORITIES

The responsibility for cultural policy at local level has been passed on from the federal states (Länder) to the municipalities. On the municipal level, cultural affairs fall, in most cases, under the responsibility of specific Cultural Commissioners (Kulturdezernenten) with their own administrative structures.

The local authorities have joined forces in three central municipal associations: the German Association of Cities and Towns (3,200 municipalities), the German Association of Towns and Municipalities (for municipalities and towns belonging to districts - 11,000 smaller, medium-sized and large municipalities via the 17 state associations) and the German Association of Counties (294 counties).

NON-GOVERNMENTAL ACTORS

In the cultural (political) field, there are numerous associations active nationwide as strong actors of civil society. The Association for Cultural Policy (Kulturpolitische Gesellschaft) and the German Cultural Council (Deutscher Kulturrat) are to be mentioned as cross-sectoral associations. The Kulturpolitische Gesellschaft is a network of around 1,500 people and organisations interested in and committed to cultural policy, including from the fields of cultural policy and administration, cultural practice, science, art, cultural education and training, socio-culture and journalism.

In addition, there are a large number of sector-specific cultural associations, such as:

- the German Library Association
- the Federal Association of Visual Artists
- the Federal Association for Cultural Education for Children and Young People
- the Federal Association of Youth Art Schools and Cultural Education Institutions
- the Federal Association of the Performing Arts
- Others.

CULTURAL INSTITUTIONS

Over the past few years, the Federal Government, the federal states (Länder) and the municipalities have increasingly been handing over direct responsibility for running cultural facilities and programmes to local institutions. Many institutions are privately run but supported with public funds (e.g., Bach Archive, The Beethoven House, The Archive of German Literature, The Goethe Museum, The Weimar Classic Foundation, The National Museum for German Art and Culture etc.).

North Macedonia

NATIONAL AUTHORITIES

The decision-making process in the field of culture is shared between the Ministry of Culture, the Government, and the Parliament.

REGIONAL AUTHORITIES

There are no legal regional authorities in North Macedonia

LOCAL AUTHORITIES

In the field of culture, the municipalities are responsible for institutional and financial support to cultural institutions and projects, preservation of the folklore customs, traditional handcrafts and similar cultural heritage, organization of cultural events, encouraging various specific forms of artistic work etc.

NON-GOVERNMENTAL ACTORS

There is a large number of sector-specific organisations such as the Young Macedonian Literary Association, ActivUM, MID – Macedonian Research Society etc.

CULTURAL INSTITUTIONS

Public cultural institutions are usually founded by the state and very rarely by municipalities. So far, there are no changes in the financing of cultural institutions: in general, both types (national

and local) institutions are financed by the state (Ministry of Culture). Some examples of cultural institutions are: Museum of the Macedonian Struggle (Skopje), Memorial House of Mother Teresa, Museum of Contemporary Art (Skopje), Museum of the Activists of IMRO from Štip and Štip Region, Museum of the City of Skopje, COBISS, Kumanovo Library, National and University Library "St. Kliment of Ohrid" etc.

Moldova
NATIONAL AUTHORITIES

The Parliament passes legislation drafted by the Ministry of Culture in coordination with the Parliamentary Committee on Culture, Science, Education and Public Information.

The Ministry of Culture is the central administrative body responsible for cultural policy in the Republic of Moldova. The mission of the Ministry of Culture is to contribute to the promotion of the national identity and country's image, assuring accessibility, preserving and capitalising on cultural heritage and national values, developing creativity and forming personality, as well as strengthening the cultural dialogue in the Republic of Moldova and abroad for the balanced economic and spiritual growth of citizens and communities.

The national framework is completed by Agencies, Councils and Commissions subordinated to the Ministry of Culture.

REGIONAL AUTHORITIES

Local Public Authorities together with Cultural Directions / Sections of the Local Public Authorities of the second level are responsible for responsible for institutional and financial support to cultural institutions and projects at regional level.

LOCAL AUTHORITIES

Local Public Authorities of the first level responsible for institutional and financial support to cultural institutions and projects at local level.

NON-GOVERNMENTAL ACTORS

Some examples of independent stakeholders are: the Cultural Policy Centre, Centre for Contemporary Art KSA:K, Moldovan Association of Contemporary Music, ARS DOR Association, Association Oberliht, Artists Associations "Papyrus-studio", German Cultural Centre AKZENTE, Theatre "Spălătorie", "Muzica nelimitată" etc.

CULTURAL INSTITUTIONS

The network of cultural institutions includes 1,232 Houses of Culture, 1,368 public libraries, 109 schools of art, music and painting and 119 museums.

Romania
NATIONAL AUTHORITIES

Within the Government, the responsibilities for drafting, promoting, and implementing cultural policies belong, primarily, to the Ministry of Culture and National Identity. In order to fulfil its

mission, the Ministry of Culture and National Identity relies on several standing committees/ commissions created by special legal provisions with a view to help with the drafting of sectoral/sub-sectoral policies, legislation and regulations, as well as of professional rules and guidelines. These standing committees/commissions also play an important part in the decision-making process, mainly in the field of heritage protection and public forum monuments.

These commissions are:

- National Commission for Historical Monuments (with its eight subordinated regional commissions). It has a decision-making role with respect to classification/declassification of historical monuments on a basis of professional criteria. Its decisions are formalised by an administrative Order of the Minister.
- National Commission of Archaeology. It has similar competences to those of the National Commission for Historical Monuments, but with respect to archaeological sites.
- National Commission of Museums and Collections. It decides upon the classification/ declassification of moveable cultural goods. It issues rules for: the trade of moveable cultural goods, their conservation and restoration, as well as for the accreditation of experts and specialised laboratories.
- National Commission of Libraries. It issues rules and methodologies for the overall activity of the national system of libraries including university and school libraries (with or without legal personality).
- National Commission for Public Forum Monuments. It analyses and issues the reports required for the approval of the placement of public forum monuments.
- National Commission for the Safeguarding of the Intangible Cultural Heritage. It issues criteria and standards for identification, evaluation, conservation, and valorisation of intangible cultural heritage and cultural expressions of communities. It also issues the title of "living human treasures" and proposes elements of intangible cultural heritage to be included in the UNESCO list.

REGIONAL AUTHORITIES

Romania does not have a regional administrative level. The eight "development regions" have been created with a view to supporting and enhancing cooperation between a certain number of counties and do not have administrative, legislative or financing competences.

LOCAL AUTHORITIES

At local level, the autonomous authorities exercise their competences with respect to cultural affairs, by developing and adopting local cultural policies, deciding upon the allocation of the local budget for their subordinated public cultural institutions and for other cultural programmes and projects.

NON-GOVERNMENTAL ACTORS

According to the list of registered NGOs in the Culturadata Interactiv database, there are 1179 active cultural NGOs in Romania, but the actual number is expected to be much higher.

CULTURAL INSTITUTIONS

Examples of cultural institutions: National Theatre, George Enescu Philharmonia, National Museum of Art, National History Museum, Grigore Antipa National Natural History Museum, the National Library, the Central University Library etc.

NATIONAL AUTHORITIES

The Ministry of Culture of the Republic of Serbia has the overall responsibility for the management of the cultural sector, which it is partly shared with the Secretariat for Culture in the autonomous province of Vojvodina.

REGIONAL AUTHORITIES

The Provincial Secretariat for Culture and Public Information of Vojvodina is responsible for specific issues of cultural policy in its territory due to the special needs and multi-ethnic structure of this province

LOCAL AUTHORITIES

Municipalities (local self-governments) are developing local cultural policies to stimulate participation in cultural life, amateur activities, and local cultural institutions and civil initiatives.

NON-GOVERNMENTAL ACTORS

Serbian cultural NGOs created the Association ICSS (Association Independent Cultural Scene of Serbia) in 2011. One important member of ICSS is Magacin, a platform/space that regroups several NGOs. There are numerous other relevant cultural NGOs at national level.

CULTURAL INSTITUTIONS

There are 513 public cultural institutions in Serbia: 40 are under the jurisdiction of the Ministry, 17 under the provincial Government and 456 under local municipalities. Some examples are: the Gallery of Graphic Art, Rex in Belgrade, Cinema Vojvodina, Gallery in Pančevo, Gallery Smederev etc.

Slovakia
NATIONAL AUTHORITIES

The central administrative authority for the cultural sector in Slovakia is the Ministry of Culture. At a Parliamentary level, culture is overseen by the Committee on Culture and Media.

To provide for the technical and conceptual aspects of its main activities, the Ministry establishes specialized advisory bodies, including:

- the Council of the Minister of Culture for Mass Media
- the Council of the Minister of Culture for applying Information Technology in Culture;66
- the Commission for the Preservation of Moveable Items of Cultural Heritage
- the Central Language Council
- the Central Library Council
- the Council for the Preservation of Intangible Cultural Heritage
- the Monument Council
- the Archaeological Council
- the Commission for the Verification of Special Professional Qualifications for Carrying Out Research on Monuments and Historic Sites
- the Commission for the Preservation of Elements of Cultural Heritage

- the Commission for Research and Development

REGIONAL AUTHORITIES

At the lower levels of public administration, the distribution of public financial resources and the management of cultural organizations is the responsibility of self-governing regions (VUC - higher territorial units). Slovakia is divided into 8 self-governing regions.

LOCAL AUTHORITIES

Municipal authorities usually combine cultural affairs with education and sport in their organizational structure.

NON-GOVERNMENTAL ACTORS

There is a large number of sector-specific organisations such as Národopisná spoločnosť Slovenska (Ethnographic Society of Slovakia), Post Bellum, The Anna Lindh Foundation etc.

CULTURAL INSTITUTIONS

The list of national cultural institutions supervised by the Ministry of Culture of the Slovak Republic:

- Pamiatkový úrad Slovenskej republiky (Monuments Board of the Slovak Republic)
- Slovenské národné múzeum (Slovak National Museum)
- Slovenské technické múzeum Košice (Slovak Technical Museum)
- Múzeum SNP Banská Bystrica (Museum of the Slovak National Uprising)
- Slovenské národné divadlo (Slovak National Theatre)
- Divadlo Nová scéna (theatre)
- Štátne divadlo Košice (theatre)
- Štátna opera Banská Bystrica (opera)
- Slovenská filharmónia (Slovak Philharmonic Orchestra)
- Štátna filharmónia Košice (State Philharmonic Orchestra in Košice)
- Slovenský komorný orchester Å½ilina (Slovak Chamber Orchestra)
- Slovenská národná galéria (Slovak National Gallery)
- Slovenská národná kniÅ¾nica (Slovak National Library)
- Others

Slovenia
NATIONAL AUTHORITIES

The National Assembly deals with culture in general through bills, national four-year programmes for culture and annual state budgets. The National Council for Culture and the Slovene Cultural Chamber were established to include the voice of the public (mostly artists) in the new policy process.

REGIONAL AUTHORITIES

N/A

LOCAL AUTHORITIES

All municipalities (210) are responsible for the local cultural life, but larger ones (25) have an additional obligation, as traditional cultural centres, to ensure the operation of those cultural institutions of broader importance. Local communities are independent self-government bodies. Therefore, they can adopt their own rules and procedures to execute their responsibilities for culture.

NON-GOVERNMENTAL ACTORS

There is a large number of sector-specific organisations such as the Asociacija and Open Chamber for Contemporary Art, the Association of Arts and Culture NGOs and Freelancers etc.

CULTURAL INSTITUTIONS

Some examples of cultural institutions are: Cankarjev dom, Narodni dom Maribor, International Centre of Graphic Arts (Ljubljana), Jakopič Pavilion, Museum of Modern Art (Ljubljana), National Gallery of Slovenia, Ljubljana Puppet Theatre, Ljubljana Slovene National Theatre Drama, Ljubljana Slovene National Theatre Opera and Ballet etc.

Ukraine
NATIONAL AUTHORITIES

The Permanent Committee on Culture and Religions of the Verkhovna Rada is the main body responsible for the design and development of cultural laws.

Three bodies hold executive power over cultural matters:

- the Chief Department for Humanitarian Policy of the President's Administration
- the Department for Humanitarian and Social Policy of the Secretariat of the Cabinet of Ministers
- the Ministry of Culture of Ukraine **REGIONAL AUTHORITIES**

NON-GOVERNMENTAL ACTORS

- Ukrainian Cultural Centre
- Ukrainian Centre of the Future
- Centre for Cultural Management
- Creative Association Alternative
- NGO Pictoric
- Yod
- IZOLYATSIA
- Others

CULTURAL INSTITUTIONS

The most important national cultural institutions are:

- National Academy T. Shevchenko Opera Theatre
- National Academy I.Franko Drama Theatre
- National Academy L.Ukrayinka Russian Drama Theatre

- National Philharmonic Society
- Odesa National Academic Opera and Ballet Theatre
- Kyiv National Academy Operetta Theatre
- Ukrainian National Academy Folk Choir Named after H. Veriovka
- National Merited Dance Company Named after P. Virsky
- National Merited Bandura Players Company Named after H. Maiboroda
- National Merited Academy Choir "Dumka"
- National Merited Academy Symphony Orchestra
- National Folkloric Orchestra
- National House of Organ and Chamber Music
- National Circus
- National Company of Soloists "Chamerate of Kyiv"
- Lviv State Academy M. Zankovetska Ukrainian Drama Theatre
- Lviv Oblast Philharmonic Society
- Luhansk Oblast Academic Ukrainian Music and Drama Theatre
- State Dance and Symphony Orchestra
- State Brass Band
- Odesa State Philharmonic Orchestra
- State Theatre Centre Named after L. Kurbas
- State Enterprise "State Circus Company of Ukraine"
- Touring Administration of Circus Companies of Ukraine
- Administration of the House of Art Companies (Kyiv)
- Others

7. Roadmap

Starting from all the components stated before and based on the main conclusions and recommendations from previous reports of the contract, as well as on the stakeholders' opinion as from their answers to the survey on measures for increasing the resilience of culture and tourism, a comprehensive roadmap can be designed to identify the best means of implementing the PA3 Action Plan.

In order to achieve the PA3 objectives, the thematic initiatives / measures / projects implemented by local stakeholders have a direct impact on the fields of culture, tourism and people-to-people contacts as they can respond the current challenges of these sectors such as the negative effects of the Covid-19 pandemic and the need for recovery, the economic imbalances among regions that can be diminished by the tourist capitalisation on existing natural and cultural resource, the fact that tourism is one of the sectors that provide lower wages compared to other economic sectors, as it is mainly associated with a low skillset level and with limited growth opportunities, the negative impact on the environment of the tourism industry and the need for a more sustainable use of resources, the local traditions and specificities that are in danger of disappearance if they are not protected etc.

However, the success of the PA3 Action Plan lies in other aspects as well, such as the importance of multi-governance, on the one hand, to foster cross-border and transnational cooperation, and on the other hand, to promote a place-based approach, deeply rooted in the local and regional

potential to provide business opportunities and employment. In this respect, one major necessity identified by the actors in the Danube region is the need for a closer cooperation and contacts between PAs, PACs and other relevant stakeholders, which could also contribute to the overall visibility of EUSDR. Therefore, the roadmap for the implementation of the action plan should identify a series on concrete actions for stakeholder engagement.

Lastly, maybe the most important factor for a successful implementation of the proposed actions relies on the overall management of PA3, from the decision-making process, to lessons learned after each programming period and the capacity to corelate with existing and future funding sources, including by means of tools for monitoring and evaluation.

In this context, the main pillars and directions that should be followed during 2023-2028 for the implementation of the PA3 Action Plan regard:

- Establishing a comprehensive operational framework for the implementation of PA3 Action Plan as a means of capacity building of SG Members and PA3 Stakeholders
    - o Improving the implementation process of the PA3 Action Plan
    - o Evaluating the results and impact of the PA3 Action Plan for lessons to be learned and taken into consideration when revising the Action Plan
    - o Improving the correlation between funding sources and the EUSDR priorities for a higher success rate of the Action Plan
- Establishing a common framework to promote, develop and build knowledge in the fields of culture and tourism, as well as people to people contacts in the Danube Region
    - o Developing new planning and administrative tools that would contribute to a common development approach of the culture and tourism sector in the Danube Region
    - o Fostering knowledge building and sharing in sub-sectors / horizontal themes (e.g. digitalisation, urban regeneration, sustainable tourism etc.) that can lead to the overall development of the fields of culture and tourism, as well as people to people contacts in the Danube Region
    - o Improving the decision-making process in the fields of culture and tourism in the Danube Region based on a comprehensive and adapted monitoring system, designed to collect new and updated data at local and regional level
    - o Developing new (types of) cultural and tourist products that could promote the identity and resources of the Danube region
- Improving the visibility of PA3 for a higher stakeholder engagement on the EUSDR implementation
    - o Fostering the engagement of more and diverse stakeholders through dedicated dissemination and consultation activities in relation to the main milestones in the implementation of the PA3 Action Plan
    - o Promoting the PA3 results, best practices, and areas of interest for a greater visibility of the relevant initiatives and the EUSDR in general
    - o Promoting the Danube region as a tourist destination to reach the target audience and attract more and new visitors to the area

TABLE 2. ROADMAP FOR EMBEDDING PA3 INTO FUNDING OPPORTUNITIES OF THE EU PROGRAMMES AND IDENTIFYING MATURE PROJECTS IN THE FIELD OF CULTURE, TOURISM AND PEOPLE-TO-PEOPLE CONTACT

Note: Milestones marked in blue represent possible pilot actions / flagship projects

Milestones	Timeframe	Responsible stakeholders / possible partners	PA3 Actions to which it is related
Establishing a comprehensive operational framework for the implementation of PA3 Action Plan as a means of capacity building of SG Members and PA3 Stakeholders			
Improving the implementation process of the PA3 Action Plan			
SG meetings (with a format focused more on decision making with the main lines of actions and each member's planned contribution being summarized in meeting reports)	Two each year	SG Members, PA3C	N/A
Setting up an implementation framework of the PA3 EUSDR Action Plan, including an analysis of priorities in the fields of culture, tourism and people-to-people contacts and setting targets and proposing sub-actions	2023, 2024	SG Members, PA3C, other PA3 stakeholders, external experts	N/A
Periodic external evaluation on the status of the implementation process of PA3 Action Plan in order to assess if new approaches are needed or an entire strategy shift is required to improve the results of the Action Plan	Every two years	SG Members, PA3C, external experts	N/A
Periodic updates of the list of relevant local stakeholders for a clear imagine of possible partners and project initiators and more successful dissemination activities	Yearly / every two years	PA3C, NC	N/A
Evaluating the results and impact of the PA3 Action Plan for lessons to be learned and taken into consideration when revising the Action Plan			
Elaborating evaluation reports on the results and impact of all 6 Actions in the PA3 Action Plan, including recommendations for the future revision of the Action Plan in relation to future funding priorities and relevant tools / actions / directions to pe considered / adopted / continued	2027	SG Members, PA3C, external experts	N/A
Improving the correlation between funding sources and the EUSDR priorities for a higher success rate of the Action Plan			
Developing a networking programme with funding bodies to monitor and participate at their	Permanent	SG Members, PA3C, NCs, other PA3 stakeholders,	N/A

Milestones	Timeframe	Responsible stakeholders / possible partners	PA3 Actions to which it is related
dissemination activities, as well as to promote to them PA3 priorities to be take into consideration during programmes' design			
Establishing a common framework to promote and develop culture and tourism, as well as people to people contacts in the Danube Region			
Developing new planning and administrative tools that would contribute to a common development approach of the culture and tourism sector in the Danube Region			
Developing a project self-assessment tool containing indicators monitoring the contribution of projects to meeting the PA3 targets	Second half of 2024	SG Members, PA3C, other PA3 stakeholders, external experts	N/A
Elaborating a Strategy for urban regeneration through culture and tourism that could set a common framework to be followed at national and local level in order to contribute to the development of these fields by supporting attractive urban images	Second half of 2023, 2024, first half of 2025	SG Members, PA3C, other PA3 stakeholders, external experts	A1, A2, A3, A5, A6
Drafting a declaration on the principles pertaining to urban regeneration through culture and tourism and which will be transposed into national policies to be approved by Ministers responsible in the matters of culture, tourism and urban development, in order to ensure the implementation at national level of the directions identified by the Strategy	Second half of 2025	SG Members, PA3C	A1, A2, A5, A6
Elaborating the Danube Blue Book – a brand manual based on the Danube cultural identity to promote the region as a tourist destination	2024	SG Members, PA3C, other PA3 stakeholders, external experts	A1, A2, A6
Fostering knowledge building and sharing in sub-sectors / horizontal themes (e.g. digitalisation, urban regeneration, sustainable tourism etc.) that can lead to the overall development of the fields of culture and tourism, as well as people to people contacts in the Danube Region			
Developing and preparing a toolkit for interventions to revitalize historic centres as a means of urban regeneration through culture and tourism	Second half of 2026	SG Members, PA3C, other PA3 stakeholders, external experts	A1, A2, A5, A6

Milestones	Timeframe	Responsible stakeholders / possible partners	PA3 Actions to which it is related
Developing 3 pilot actions/studies for urban regeneration through culture and tourism	First half of 2028	SG Members, PA3C, other PA3 stakeholders	A1, A2, A3, A4, A5, A6
Elaborating a study on the innovation in technology and personalized services in tourism in the countries of Danube region to assess the new trends and opportunities brought to the tourist sector by the technological advancements	Second half of 2024	SG Members, PA3C, other PA3 stakeholders, external experts	A4, A5
Elaborating a handbook on necessary digital skills of workers in tourism	First half of 2026	SG Members, PA3C, other PA3 stakeholders, external experts	A5
Elaborating several guidelines on topics such as sustainable tourism, digitalisation, promoting multiculturality etc. to be distributed to Destination Management Organisation to use in training local stakeholders	2023, 2024, 2025	SG Members, PA3C, other PA3 stakeholders, external experts	A1, A3, A5
Improving the decision-making process in the fields of culture and tourism in the Danube Region based on a comprehensive and adapted monitoring system, designed to collect new and updated data at local and regional level			
Developing a harmonised macro-regional monitoring framework to collect comparable data on economic performance and the labour market situation in culture and tourism sectors, as well as tourism potential and performance	2025, 2026	SG Members, PA3C, other PA3 stakeholders, external experts	A4
Developing a continuous integrated transnational network of entities (observatories) that will collect, process, and analyse data, as well as exchange and disseminate information on sustainable tourism and culture	2025, 2026	SG Members, PA3C, other PA3 stakeholders, external experts	A4
Developing new (types of) cultural and tourist products that could promote the identity and resources of the Danube region			
Elaborating a set of guidelines for organising fitness-wellness festivals as a means of developing and promoting new forms of tourism	First half of 2024, 2026	SG Members, PA3C, other PA3 stakeholders, external experts	A1, A5

Milestones	Timeframe	Responsible stakeholders / possible partners	PA3 Actions to which it is related
Organising an annual regional hackathon for new and innovative tourist / cultural products	Yearly	SG Members, PA3C, other PA3 stakeholders, external experts	A5
Organising an annual regional festival promoting the local tangible and intangible heritage, including its interpretation through new media. The festival can take place in a new country every year and can be developed based on the Guide to Community-Based Festivals elaborated as part of DANUrB Interreg Danube Project	Yearly	SG Members, PA3C, other PA3 stakeholders, external experts	A2, A5, A6
Improving the visibility of PA3 for a higher stakeholder engagement on the EUSDR implementation			
Fostering the engagement of more and diverse stakeholders through dedicated dissemination and consultation activities in relation to the main milestones in the implementation of the PA3 Action Plan			
Organising a complex consultation process with SG Members and other relevant stakeholders on the operational framework for implementing PA3 Action Plan - through an online survey and thematic meetings (focus groups)	First half of 2024	SG Members, PA3C, other PA3 stakeholders, external experts	N/A
Organising a complex consultation process with relevant stakeholders for the elaboration of the Strategy for urban regeneration through culture and tourism – through several thematic and regional working groups	First half of 2024	SG Members, PA3C, other PA3 stakeholders, external experts	N/A
Organising a launching event to promote the 3 pilot actions/studies for urban regeneration through culture and tourism	Second half of 2028	SG Members, PA3C, other PA3 stakeholders, external experts	N/A
Organising an event for discussion and dissemination of results from the study on the innovation in technology and personalized services in tourism	Second half of 2024	SG Members, PA3C, external experts	A4, A5
Organising an event for discussion and dissemination of results from the handbook on necessary digital skills of workers in tourism	First half of 2026	SG Members, PA3C, external experts	A5

Milestones	Timeframe	Responsible stakeholders / possible partners	PA3 Actions to which it is related
Organising a dissemination event for the study to analyse and design guidelines for organising fitness-wellness festivals	First half of 2025	SG Members, PA3C, external experts	A1, A5
Promoting the PA3 results, best practices, and areas of interest for a greater visibility of the relevant initiatives and the EUSDR in general			
Organising a permanent call for projects to be promoted on a daily basis on the PA social media accounts/website (apart from the flagship projects). This could also be used to test the project self-assessment tool	Permanent	PA3C	N/A
Participating along with the DSP and other stakeholders in the promotion of Flagship projects	Permanent	DSP, PA3C, other PA3 stakeholders	N/A
Organising an annual award ceremony for PA3 flagship projects (it can be correlated with the proposal for the annual regional festival)	Yearly	SG Members, PA3C, other PA3 stakeholders, external expert	N/A
Organising new forms of cultural manifestations, awareness raising workshops, art exhibition to promote the cultural and tourism dimensions in the fields addressed by other EUSDR PAs	Second half of 2023, 2024	SG Members, PA3C, other PA3 stakeholders, external experts	A5
Organising debates and making a documentation film on handcrafts	Second half of 2026	SG Members, PA3C, other PA3 stakeholders, external experts	A6
Organising a debate on integrating diversity and multilingvism in drafting local / regional strategies	Second half of 2023	SG Members, PA3C, other PA3 stakeholders, external experts	A6
Promoting the Danube region as a tourist destination to reach the target audience and attract more and new visitors to the area			
Developing a tourist destination platform for the Danube Region to promote the area's main attractions, routes, events, tourist operators active in incoming tourism etc. The platform can also replace the PA3 website by including a section on the EUSDR with events, descriptions, photos and videos from relevant activities etc.	Second half of 2025	SG Members, PA3C, other PA3 stakeholders	N/A

Interreg
Danube Transnational Programme

DANUBE REGION
strategy
Culture & Tourism

EUROPEAN UNION

Milestones	Timeframe	Responsible stakeholders / possible partners	PA3 Actions to which it is related
Increasing the presence on social media by developing the Facebook page *Culture and Tourism - Danube Strategy* to increase the number of followers and creating and promoting an Instagram account (+/- a Youtube channel)	2023	PA3C	N/A

8. Recommendations

Last but not least, the successful implementation of the EUSDR Action Plan for PA3 lies on a series of measures and approaches that cannot be attributed to a certain institution or timeframe at the moment. These are going to be presented in this section as a set of general recommendations that will regard the same pillars as the roadmap.

Establishing a comprehensive operational framework for the implementation of PA3 Action Plan as a means of capacity building of SG Members and PA3 Stakeholders

- The active participation of the decision-makers in the PA and SG activities can be an enabler to trigger and accelerate changes at policy level.
- Lessons learned and good practices from each PA should be collected and shared with all PAs.
- Elaborate strategies for the Danube Region that would be detailed in National Action Plans in relevant areas such as the adoption of new technologies in culture and tourism, urban regeneration through culture and tourism, resourcing hidden heritage for tourism (based on the Guidebook on resourcing hidden heritage for tourism, elaborated as part of CultPlatForm_2 Interred Danube Project) etc.
- Support dialogue and awareness with respect to tourism's importance in the regional economies in order to enhance the strategic alignment and improved coherence. This is mainly true in the case of entrepreneurship support in the touristic / cultural and creative sectors that can further enhance tourism development, but priorities and approaches should be coherent with regional strategies and plans, either directly or indirectly.

Establishing a common framework to promote, develop and build knowledge in the fields of culture and tourism, as well as people to people contacts in the Danube Region

- To look at synergies with horizontal topics or topics of interest from other PAs, such as:
  - Digitalisation
  - Migration and demographic change

- o Climate change and sustainable development
- o Bioeconomy and circular economy
- o Other topics
- If large cities usually have greater capacity to capitalise on cultural and tourist potential, small and medium-sized cities require a targeted and coordinated policy approach in the fields of tourism, culture, and urban development. In addition, the relation with rural areas should be taken into consideration as these are rich in natural and intangible heritage, but not only.
- Involve the local citizens in promoting tourism by sharing their lifestyle for tourists
- Develop a sub-regional / functional approach to data collection and monitoring - While not all regions that show a great tourist and cultural potential are homogeneously endowed with resources, but rather the administrative boundaries of tourist / cultural cities or localities are crossed by resorts, tourist paths, heritage sites etc., data should be collected, displayed, and used by the functional typology of the area. This would enable the easier development of data-driven decisions and public policies, reflecting the areas' potential and socio-economic situation and performance.
- Support education and awareness related to the jobs in culture and tourism, as well as enhance participation to qualification courses and professionalisation opportunities. Support staff exchanges between providers of tourist services.
- Continue supporting cultural and other types of routes (e.g., thematic routes, velo routes) at different territorial levels, aiming to further integrate them in a large, comprehensive macro-regional network.

At the same time, the following measures have been identified as relevant in previous reports and have been subjected to consultation with local stakeholders, through the survey on measures for increasing the resilience of Culture and Tourism.

In the field of culture, a series of actions / measures / approaches that could be implemented depending on the local needs and specificities regard:

- Sustainable management of cultural heritage:
  - o Develop a national natural and cultural heritage (tangible or intangible) registry or list – annual update/number of items inventoried;
  - o Develop institutions for the conservation and promotion of heritage at the national level with powers of enforcement;
  - o Develop and implement specific legislation/policies/measures for conservation and promotion of inventoried cultural and natural heritage;
  - o Develop and implement a management plan(s) for registered heritage sites at the sub-national, national and international level;
  - o Develop specific measures to involve civil society and/or the private sector in heritage protection, safeguarding, and transmission;
  - o Develop and implement formal agreements with tour operators for the protection and safeguarding of heritage sites;
  - o Develop and implement programs for the promotion and dissemination of good safeguarding practices to heritage managers, citizens, and civil society.
- Strengthen/adapt the cultural heritage resilience to climate change:
  - o Implement National Disaster Risk Reduction Plan(s) for heritage sites/elements;
  - o Develop a Policy Document on the Impacts of Climate Change and Natural Disaster on heritage;

- Develop specific measures on national and local natural heritage sites to reduce the exposure and vulnerability of people and ecosystems to the risks and hazards of climate changes;
- Develop specific policies/measures to take into account traditional and local community knowledge in assessing the possible impact of climate adaptation on heritage elements and practices;
- Develop policies or actions to reduce environmental impact at heritage sites (energy consumption, waste, etc.);
- Promote/develop training courses on skills in the use of sustainable or natural construction materials supported by local and national authorities.

- Improve sustainable development practices with the help of cultural knowledge:
  - Develop heritage education programs for children and/or youth that contribute to improving understanding of heritage, promoting diversity and fostering intercultural dialogue;
  - Develop regular training, and mentoring opportunities organized or supported by public authorities to build skills in communication, advocacy, and/or fundraising of civil society organizations involved in the promotion of the diversity of cultural expressions.

- Ways to support culture and creative industries:
  - Develop measures to encourage the formalization and growth of micro/small and medium-sized cultural enterprises;
  - Develop measures dealing with the tax status of culture (tax exemptions and incentives designed to benefit the culture sector specifically, such as reduced VAT on books);
  - Develop programs/measures to advocate and raise public awareness on culture's contribution to the well-being and sustainable development;
  - Develop a National Recovery and Resilience Plan post-crisis for Cultural Heritage;
  - Approve new legislation to improve the status and working conditions of artists and cultural workers;
  - Develop various investments to use culture as a driver of economic growth (culture increases the attractiveness of places as destinations to live, visit and invest in);
  - Develop and digitalization of major cultural institutions.

In the tourism sector, a series of actions / measures / approaches that could be implemented depending on the local needs and specificities regard:

- The most important MAPPING measures regarding the recovery of tourism:
  - Develop measures for performance and strategic behaviour: economic-financial analysis, profitability, investments made and planned, etc. (nation level);
  - Develop measures for performance and strategic behaviour of certain types of businesses in the destination (hotel structures, trade fairs, congress facilities, cultural organizations etc.
  - Collect and analysis of the main attractions of the area;
  - Collect and analysis of the main intermediary operators (tour Operators) operating on the destination;
  - Conduct a periodic survey on the social, economic, and environmental impact of tourism on the local community;
  - Promote close collaboration between the public and private sectors;
  - Removal of bureaucratic barriers to local business.

- The most important measures to help tourism to be resilient as to SURVIVE a crisis, pandemic, natural disaster etc.:
  - o Implement fiscal measures such as state aid schemes or VAT rate reduction for a short period;
  - o Provide short-term financing to avoid business bankruptcy and to support workers, including self-employed persons in the transport, culture and tourism sectors;
  - o Implement stimulus recovery programs for tourism on rebuilding tourist locations to be more sustainable, which would create jobs in the rebuilding as well as enhance its attraction;
  - o Support financial liquidity of tourism enterprises: flexibility under state aid rules allows member states to introduce, for example, voucher guarantee schemes and other liquidity support schemes, to help businesses and to guarantee the return of cash to consumers for travel cancelled during a pandemic.
- The best ways in which tourist confidence and freedom of travel can be RESTORED:
  - o Develop a travel promotion campaigns in the EU, restoring citizens' trust in travel;
  - o Implement health protocols and procedures for inbound non-residents travellers;
  - o Develop collaborative systems across borders to safety resume travel, restore traveller and business confidence, stimulate demand and accelerate tourism recovery.
- The most important measures to INCREASE THE RESILIENCE OF TOURISM-DEPENDENT PLACES and adapt to the current needs of tourists:
  - o Develop an ecotourism infrastructure
  - o Large-scale restoration of degraded ecosystems, development of ecological infrastructure in rural and urban areas and better management of protected natural areas
  - o Promote natural areas, regional and local destinations
  - o Promote and develop transnational and cross-border cooperation
  - o Develop management plans / touristic strategy including a section to manage visitors, tourism activity, and derived economic, socio-cultural and environmental impacts
  - o Develop and adopt a Destination Management Organization to manage the impact of tourism on cultural values
  - o Develop new policies to reboot the tourism industry
  - o Develop and digitalize tourism applications

Improving the visibility of PA3 for a higher stakeholder engagement on the EUSDR implementation

- An increased involvement of additional stakeholders representing regional and local authorities, academia and research institutions, private sector and civil society would be beneficial in terms of added value and impact of the activities.
- An increase in the adoption of Co-creation measures with the local stakeholders to increase their sense of belonging and participation
- Revised communication plans and tools, new and more interactive approaches in exploiting synergies and bridging the participation gap, in order for young people to become a target group to be addressed and involved in the future
- To foster on the benefits of online meeting and virtual / hybrid conferences in order to reach more stakeholders with dissemination activities

- Involve citizens in EUSDR PA3 activities and integration processes, with a particular emphasis on younger people
- Use data as a promotion tool for increasing visibility at the macro-regional level. Encourage stakeholders to submit any types of initiatives and projects developed that are connected to the tourism and cultural field.
- Support the creative and cultural industries at the sub-regional level by tailoring campaigns, information repositories and awareness raising in rural and small urban centres.
- Identify and support local promoters of specific local resources (natural heritage or tangible/intangible heritage) in various fields by targeted measures – guidelines to access funds from programmes that contribute to the achievement of PA 3 goals, incentives to apply for funding, knowledge exchanges etc.
- Support the enhancement of local and regional-level partnerships in the fields of culture and tourism, as well as with connected sectors (digital, sustainable mobility, environment – nature-based solutions etc.) to capitalise on synergies arising from better and more efficient dialogue at the local level.